Diversity and Inclusion Policy

Bank of Queensland

Approver	Board
Policy Owner	Martine Jager - Chief Customer & People Officer
Functional Owner	Niki King - General Manager Organisational Development
Policy Level	1a
Audience (if restricted)	All employees
Mandatory Stakeholders	Martine Jager- Chief Customer & People Officer
Review Frequency	Biennial

Revision History			
Version	Approval Date	Author	Description
1.0	31/05/2019	Mia Brieschke	Creation of policy "Diversity and Inclusion Policy". Individual diversity and inclusion policies removed and replaced with 1 policy Revise all content and introduce PolicyPrinciples and Requirements section.
2.0	25/05/2020	Helene Wiemers	Revise content in Diversity and Inclusion Policy
2.1	19/08/2021	Erica Fredriksen Sally Bledsoe Emma Chesneau	Revision to incorporate ME into Group Policy; Review and edit; Review and edit
3.0	28/10/2021	Sally Bledsoe	Final Version
3.0	07/12/2021	Erika Fredriksen	Noting Board approval
3.1	7 June 2023	Dane Stella Emma Guest Jason Sharpe	Post EA2022 Review Review and edit; Review and edit

Contents

1   Introduction

1.1 Scope

This policy applies to the Board of Bank of Queensland Limited, all employees, Owner Managers and contractors of the BOQ Group and its wholly owned subsidiaries.

1.2 Purpose

Our key goals are to build a diverse workforce and inclusive culture.

- Our BOQ values and strategic pillars are the foundation for our approach to diversity and inclusiveness.

- We embrace difference and believe that our workforce should reflect the customers and communities that we serve.

- We strive to ensure a purpose-led, inclusive and empathetic culture where our people feel confident to bring their best selves to work every day.

1.3 Related Policy

- Harassment, Discrimination and Bullying Standard
- Flexible Work Arrangements Policy
- Work, Healthy & Safety Policy (WHS)
- Performance and Conduct at Work
- Parental Leave Standard
- Recruitment and Selection Policy
- Learning and Development Policy
- Domestic and Family Violence Standard
- Code of Conduct
- Remuneration Policy
- Group Procurement Policy

2   Policy Principles and Requirements

2.1 Principles

Diversity and Inclusion is everyone's responsibility and requires a united collective approach. We know that achieving our purpose requires the knowledge, perspectives and input from a workforce as diverse as our customer base, and a culture that enables these voices to be heard, valued and included.

In an inclusive workplace, people feel:

- Our work environment is a 'safe space' to belong, free from judgement

- They can bring their true and whole selves to work

- Valued and respected for who they are

- Connected to and accepted by their co-workers

- They have opportunities to develop their career and progress

- They can fully contribute their unique talents, skills, experiences and ideas to the organisation

- Inclusive environments ensure that people haven't been disadvantaged, marginalised, excluded or adversely impacted due to aspects of their diversity.

We are committed to:

- Creating an environment of inclusion at all levels of BOQ, regardless of gender, marital or family status, sexual orientation, age, ethnicity, religious beliefs, nationality, cultural background, socio-economic background, perspective and experience or personal characteristics such as disability, medical condition(s), carers' responsibilities, pregnancy or any other unique characteristic of an individual or group

- Ensuring that all relevant policies, processes and programs include a diversity and inclusion lens and are appropriately structured to guard against any discrimination and conscious or unconscious bias

- Acknowledging and identify the unique challenges faced by LGBTQIA+ people in the workplace by ensuring that staff have a freedom to dress and act in any gender orientation or expression that they choose.

- Ensuring all people have fair access to recruitment, promotion, talent and training opportunities regardless of background

- Designing and implementing programs and initiatives that will assist in building a diverse workforce and inclusive culture

- Developing skills and awareness about the barriers to D&I and actively seek to overcome these.

Discrimination, harassment, vilification and victimisation cannot and will not be tolerated.

2.2 Requirements

BOQ Group's commitment to recognising the importance of diversity and inclusion extends to all relevant People and Culture policies, procedures and practices.

We regularly analyse our policies, procedures and practices to identify bias in decision making and takeaction to address any issues that will hinder progress in achieving a diverse workforce and inclusive culture.

BOQ Group's specific policy requirements for diversity and inclusion are:

- **Measurable Objectives**: the Board and Executive Committee set annual measurable objectives to achieve a diverse workforce composition, with particular emphasis on leadership roles.

- **Reporting**: BOQ reports publicly on gender composition of the workforce and Board and gender pay equity at a like-for-like, level by level and organisation wide basis under the Workplace Gender Equality Act (WGEA) framework. We will continue to seek new opportunities to understand the diversity of our people to ensure we are progressing towards our goals.

- **Recruitment**: our recruitment and selection processes are inclusive and target diverse groups and we are committed to transparent and equitable talent acquisition, selection and talent management processes.

- **Performance and Remuneration**: BOQ supports diversity and inclusion in our performance and reward cycle, with the expectation that our people are treated fairly and paid equally for performing like for like roles, regardless of gender or any personal characteristic.

- **Flexible Work Arrangements**: we promote an inclusive workplace environment to keep our people happy and healthy and provide our employees with flexible working practices which leaders foster and embrace. Flexible work arrangements are available to all of our people.

- **Promotions and Succession Planning**: we build Diversity and Inclusion into talent programs by focussing on gender equality and minority groups in line with our Inclusion Plan and ensure a diversity lens is applied to the talent attraction, assessment and succession planning processes.

- **Capability:** our capability programs focus on diversity and inclusionby growing the empathetic leadership capability of our leaders, providing inclusive access to capability programs for all and targeted Diversity and Inclusion training into our curriculum to increase understanding of the benefits of diversity.

- **Key Performance Indicators (KPIs):** Executives and Senior Leaders are assigned KPIs in their roles to set clear targets on gender participation within their areas of responsibility.

3 Roles and Responsibilities

Role	Responsibility
Board	- Establishing accountability for diversity and inclusion at the Executive Committee level - Approving measurable diversity and inclusion objectives and assessing progress on these objectives - Approving the Diversity and Inclusion Policy and Plan
Nomination and Governance Committee	Reporting on Board diversity
People, Culture and Remuneration Committee	- Making recommendations to the Board on the Diversity and Inclusion Policy and Plan - Reviewing and reporting to the Board on the strategy and progress to the Diversity and Inclusion Plan - Setting measurable objectives for increasing diversity at BOQ - Setting measurable objectives for gender pay equity
CEO	- Reviewing and recommending approval of the Diversity and Inclusion Policy before consideration by the People, Culture and Remuneration Committee and Board - Publicly championing diversity and inclusion
Group Executives	- Integrating diversity and inclusion into all aspects of the organisation that it is driven fromthe top down - Speaking to the importance of inclusion and diversity via applicable internal messages and internal and external events - Visible role modelling of inclusive behaviours and holding leaders accountable fordiversity and inclusion in their business areas - Maintaining alignment of the Inclusion Plan to the broader business strategy
Chief Customer & People Officer	- Recommending the Diversity and Inclusion focus areas, targets and objectives - Governing the implementation and oversight of BOQ's Diversity and Inclusion Policy andPlan - Reviewing the Diversity and Inclusion Policy and Plan, and any changes to them, before consideration by the Executive Committee - Ownership of the Inclusion Plan - Driving accountability for actions against the implementation of the Inclusion Plan

Role	Responsibility
Inclusion Committee	• Recommending the Diversity and Inclusion focus areas and objectives • Reviewing the Diversity and Inclusion Strategy and Plan, and any changes to them, before consideration by the Executive Committee • Driving and delivering actions via our Employee Diversity and Inclusion Networks • Driving accountability for actions against the implementation of the Inclusion Plan
BOQ Group Leaders and Managers	• Connecting with their people with empathy and fostering inclusion within their teams • Role modelling inclusive leadership • Role modelling a healthy work-life integration and commitment to flexible-working
Diversity and Inclusion Specialist	• Providing specialist support across our Diversity and Inclusions areas • Design and deliver diversity and inclusion initiatives which enable us to build a diverse workforce and inclusive culture • Accountable for reviewing diversity and inclusion policies and practices, overseeing industry submissions and reporting activities.
People & Culture	• Developing and communicating the Diversity and Inclusion strategy, Policy and Plan • Developing and implementing programs and initiatives to drive diversity and supportinclusion at BOQ • Creating people processes and policies to help continually develop and leverage the benefits of a diverse and inclusive workplace • Supporting managers to develop the skills, knowledge and understanding required to lead diverse and inclusive teams • Monitoring progress on the measurable objectives, and provide regular reporting to the Inclusion Committee, Executive Committee and board committees • Ensuring breaches of this policy are managed in accordance with the BOQ Code of Conduct • Assembling annual budget requirements to support the Diversity and Inclusion Plan • Managing relationships with external D&I partners and vendors
All Employees	• Upholding BOQ Group's purpose and values • Continuously evaluating their own behaviours to ensure they support the BOQ purposeand values embrace diversity and inclusion • Actively challenging behaviours that are not inclusive

4 Inclusion Committee

The Inclusion Committee is comprised of representatives from our Employee Affinity Networks, Executive Committee members, delegates of the Executive Committee and other BOQ leaders by invitation. The Inclusion Committee is a key advisory group to the Executive Committee and aims to harness the energy and passion of our people to help develop and deliver high impact actions that will drive effective change. The Inclusion Committee is chaired by the Group Executive, People & Culture.

The Inclusion Committee oversees our program of diversity and inclusion activity and provides challenge and input into our overall strategy and objectives. We continue to broaden our approach to inclusion and ensure we harness the benefits of diversity and thought, background and experience.

5 Employee Affinity Networks

Employee Affinity Networks are designed to align the BOQ Groups approach to inclusion to the needs of our people and communities. The Networks currently have five key focus areas – LGBTQIA+ , Gender, First Nations, Culture and Linguistic Diversity and Early Career.

To find out more or provide feedback contact inclusion@boq.com.au

6 Inclusion Considerations

Disclaimer
Our commitment to inclusion is continually evolving towards harnessing broader intersectionality through inclusive behaviours that will foster a diverse workplace culture and enhance the employee experience. We welcome feedback to inclusion@boq.com.au and will continue to revise our approach as approriate.

Inclusive Leave
BOQ Group is committed to supporting our people with access to leave that is critical for them to feel included in society or engage in cultural obligations. Refer to BOQ Leave Standard for more information.

LGBTQIA+
BOQ Group recognises that approaches to domestic and family violence may often taken through a heteronormative framework which can marginalise the unique challenges faced by LGBTQIA+ people. This policy is inclusive of LGBTQIA+ people and their families and additional resources are available via the ProudllyMe SharePoint page.

For specialist LGBTQIA+ support please contact our Diversity & Inclusion Specialist. As a member of Pride in Diversity, BOQ Group can also seek external support and guidance matters impacting our LGBTQIA+ employees.

Dress Codes
BOQ Group is supportive of all staff, including trans and gender diverse people, to dress in whichever uniform they are most comfortable in accordance with their affirmed gender, gender identity or gender expression.

7 Legislation and Regulations

- Workplace Gender Equality
- Fair Work Act 2009
- Sex Discrimination Act 1984
- ASX Corporate Governance Council February 2019

8 Glossary of Terms

Diversity is the mix of backgrounds, attribute, beliefs, skills, knowledge, experience and perspectives Individuals bring to the workplace.

Inclusion is about leveraging those differences to create an environment where our people feel valued,cared for and enabled to better connect with and serve the rich diversity of our customer base.

Employees shall be taken to mean Group executives, managers, employees and contractors of the BOQ Group. In addition, this policy applies to owner managers and their employees and contractors.

9 Appendices

N/A

10 Review

This Policy will be reviewed at least biennially by the Board to ensure its effectiveness.

11 Schedule of Changes (this version)

Section	Change
Section 3 - Responsibilities	The roles & responsibilities of the Diversity & Inclusion Specialist have been added to the responsibilities section of the policy to reflect the importance of this role in driving diversity & inclusion at BOQ.
Section 5 – Employee Affinity Networks	A new section has been added regarding the current employee affinity networks, their focus areas and where to provide feedback regarding them.
Section 6 - Inclusion Considerations	• Introduction of a disclaimer highlighting our commitment to evolving intersectional approaches to improving diversity & inclusion. • Leave types (First Nations Cultural Leave, Gender Affirmation Leave, Religious & Cultural Leave). • LGBTQIA+ considerations for domestic and family violence and specialist support. • Introduction of dress codes to support employees dressing in accordance with their affirmed gender, gender identity or gender expression.
Other	• The Policy Owner has been updated to Chief People & Customer Officer. • Minor wording changes to diversity & inclusion principles in alignment to the EA.